

# Department of Child Safety

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A New Beginning For Arizona's  
Abused and Neglected Children

*"It has fallen to us, in our time, to undo damage that was a long time in the making, and to begin the hard but necessary task of building a better future for ourselves and our children."*

Ronald Reagan



# Decisive Action in 2011

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- Oct 2011 – Governor convened the Child Safety Task Force (Exec Order 2011-06)
  - Primary recommendation submitted Dec 2011:
    - Establish an Office of Child Welfare Investigations
      - Criminal conduct cases

# Bold Reform Initiated in 2012

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- May 2012 – Governor signed H.B. 2721 establishing the Office of Child Welfare Investigations (OCWI)
  - Investigate criminal conduct allegations of child abuse in conjunction with law enforcement per joint investigative protocols
  - Accomplishments during FY13:
    - Hired Greg McKay as Chief; hired 30 experienced staff
    - Developed specialized training for criminal conduct investigations
    - Developed guidelines, policies, procedures

# Child Safety Issues Discovered in 2013

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- Fall 2013 – OCWI discovered the practice of dispositioning cases as “Not Investigated”
  - Governor immediately assembled CARE team
    - Oversaw the investigation of over 6,500 “NI” cases
    - Recommended improvements to address child safety issues
  - DPS conducted Administrative Review to investigate how and why the “NI” practice occurred

# More Decisive Action and Bold Reform Taken in 2014

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- CARE Team Investigations\*
  - All 6,595 “NI” reports have been reviewed
  - Over 11,800 children have been seen
  - To date, 329 “NI” cases have resulted in 546 children removed from their homes
  - To date, 5,504 “NI” reports have been closed
- DPS Administrative Review
  - Report completed; administrative actions taken
- Governor abolished Division of Children, Youth, and Families (including Child Protective Services)
- Governor established a Division of Child Safety and Family Services (DCSFS) within DES (Exec Order 2014-01)
  - Led by Charles Flanagan (Chair of the CARE Team)
  - Division Director is a Cabinet-level, direct report to the Governor
  - Consider and implement recommendations of CARE Team

\* Investigation data current as of May 14, 2014

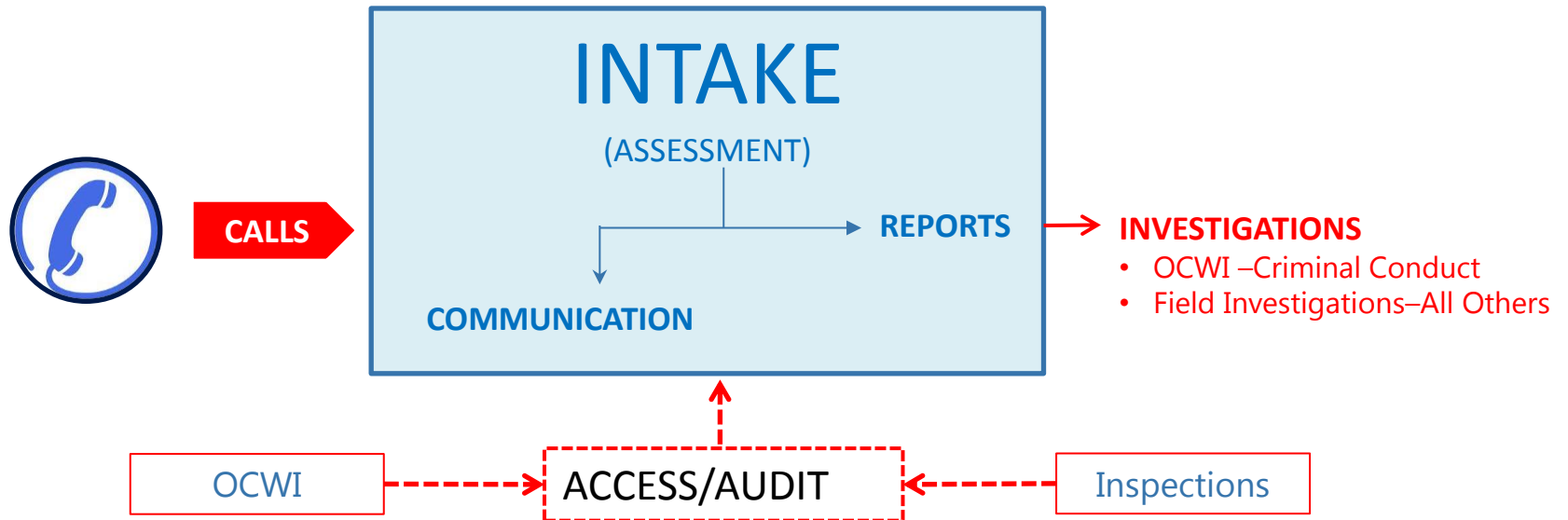
# New DCSFS – Operational Improvements

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- Intake Process (Hotline)
  - Policy/Practice
  - Infrastructure
    - New hardware/phones
    - New software and system capabilities
- Staffing
  - High level accountability
  - Accelerated Hiring
  - Culture change
- Training
  - Partnership with ASU
- Risk and Needs Assessment

# Intake Process Improvements

(Call Center / Hotline)



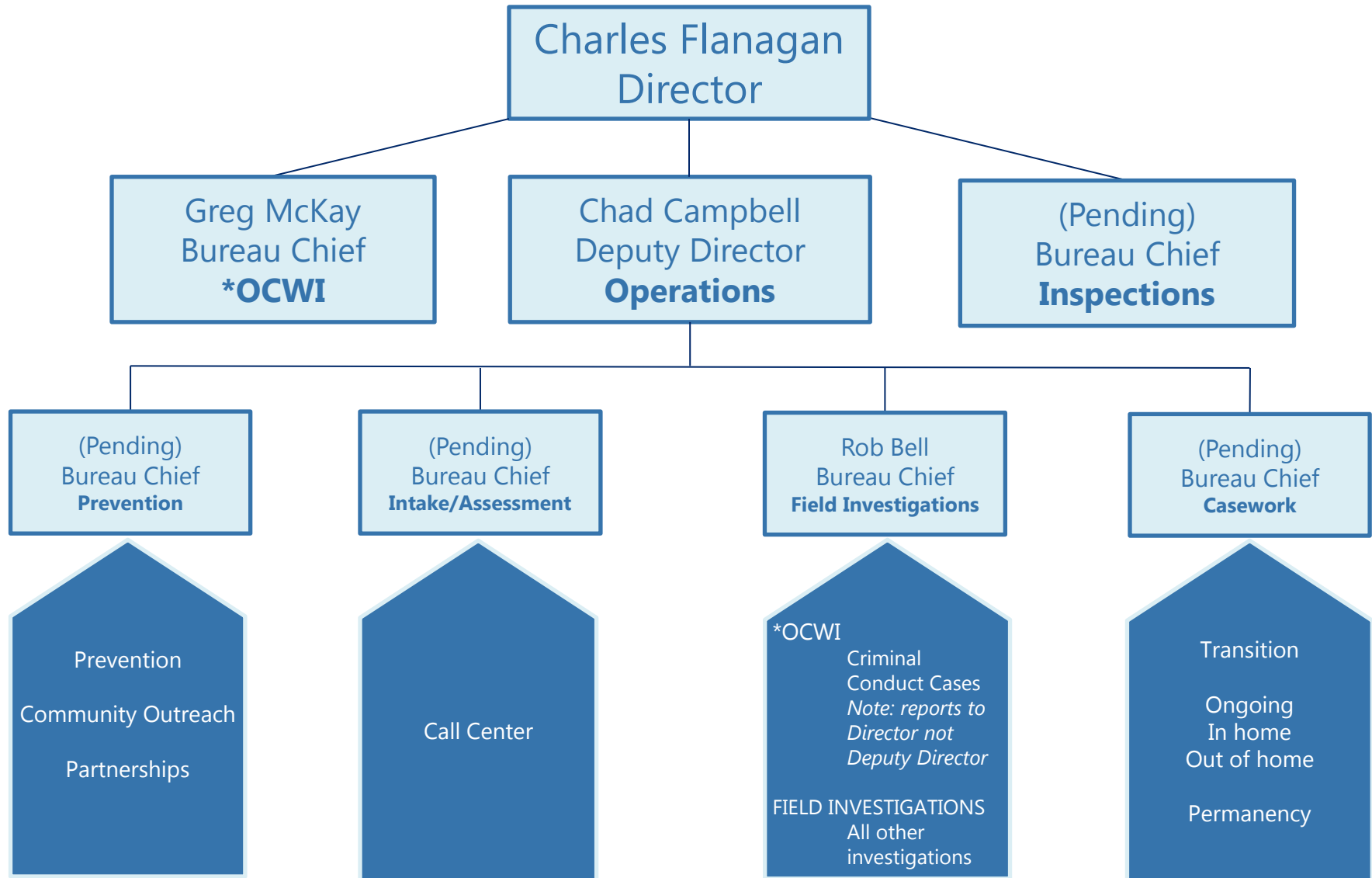
# Intake Process Improvements

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- Oversight
  - Incoming calls audited
  - Designation of calls improved (communication vs. report)
  - System changes to prevent deleting historical record
- Upgrade phone system
  - Improved monitoring by supervisors
  - Identified number of calls ahead of caller
  - Implemented “Caller ID”; more real-time information
  - Reduced time on hold
  - Streamlined the processing of each call; from “first ring” to referral for investigation
- Partner with Government Transformation Office (GTO) to continue with process improvements and best practices



# OPERATIONAL “TRACKS”



# Staffing – Hiring

## Specialists (Investigators, Caseworkers, Call Center Agents)

FTE Allocation Beginning of FY13	1,070
Supplemental (FY13)	+31
Sub-Total Appropriation	1,101
FTE Appropriation FY14	+93
Sub-Total Appropriation	1,194
Supplemental (FY14)	+126
Total Appropriation	1,320
Current Filled	-1,243
Scheduled New Hires (now through June)	-52
Actual Vacancies	25

- Of the 1,320 FTEs appropriated, only 25 are vacant
  - 98.1% staffing rate; 1.9% vacancy rate

# Staffing – Hiring

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- An additional 142 FTEs are currently in the hiring process
- All caseworkers authorized by the supplemental appropriation will be hired by June/July 2014
- Plans are in place to hire ALL authorized and proposed FTEs by October 2014

# Staffing – Culture Change

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## Actions/Changes Implemented

- Statewide employee forums hosted by the Director
- “Open door/e-mail/phone policy” with the Director
  - Improved employee access with no fear of retaliation
- Line-level focus groups for employee involvement in policy change/creation
- Enhanced community involvement and outreach
- Director messages to employees to improve transparency and responsiveness

## Results To Date

- Feedback from staff and community has been positive
- Employee attrition rates declining
- Increasing interest in promotional opportunities
  - 39 qualified candidates applied for 20 supervisor openings; significant change from past experience

# Training

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- Process and curriculum are being revamped through a partnership with ASU
  - Program to seek statewide partnerships through community colleges and universities
  - Streamlining training to reduce the 22 weeks by making pre- and in-service training competency based
  - Efficient training program will expedite the transition of new caseworkers to the field
  - Engaging employees in the overhaul of training through focus groups; requests to participate and support were overwhelming

# Risk and Needs Assessment

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- Creating a risk and needs assessment tool to ensure the agency response to reports (investigations and interventions) is based on objective, evidence-based criteria, with the goal of ensuring child safety. This strategy allows for:
  - investigator assessments resulting in earlier interventions, services and supports, as appropriate in low risk situations
  - longer supervision/monitoring and safety checks in the highest risk situations (reducing repetitive, subsequent investigations and increasing child harm)

# Governor's Child Safety Workgroup

Workgroup formed to draft consensus legislation to codify the Governor's reform initiative

- Charles Flanagan, Director of the Division of Child Safety & Family Services
  - Nancy Barto, Arizona State Senator
  - Leah Landrum Taylor, Arizona State Senator
  - Kate Brophy McGee, Arizona State Representative
  - Eddie Farnsworth, Arizona State Representative
  - Debbie McCune Davis, Arizona State Representative
  - Bill Montgomery, Maricopa County Attorney
  - Greg McKay, Chief of the Office of Child Welfare Investigations
  - Caroline Lautt-Owens, Director of the Dependent Children's Services Division, Administrative Office of the Courts
  - Luz Sarmina, Former Executive Director of Valle Del Sol
  - Regina Yazzie, Program Manager for the Navajo Children and Family Services Division of Social Services
- Twenty-five other community organizations and stakeholders contributed

# Major Provisions of Draft Legislation

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- Establishes the Department of Child Safety as a separate Department with child safety as the primary purpose, effective July 1, 2014
- Outlines the purpose, scope, and organization of the new Department
- Requires transparency and accountability
- Transfers Office of Child Welfare Investigations to the new Department with a direct report to the Director
- Allows the Director to contract with a private entity to provide services or functions that the Department provides



# Major Provisions Continued...

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- Allows the Department of Child Safety to employ legal counsel to provide legal advice to the Director, but requires the Attorney General to represent the Department in any administrative or judicial proceeding
- Enables the Department to provide prevention, intervention and treatment for abused and neglected children
- Establishes requirements for a centralized intake hotline
- Allows the Department to investigate child abuse and neglect allegations if the alleged perpetrator is an adult member of the victim's household
- Establishes training requirements for hotline workers, field investigators, and child safety workers
- Allows other methods of reporting (e.g. e-mail, web-based forms, etc.)

# Major Provisions Continued...

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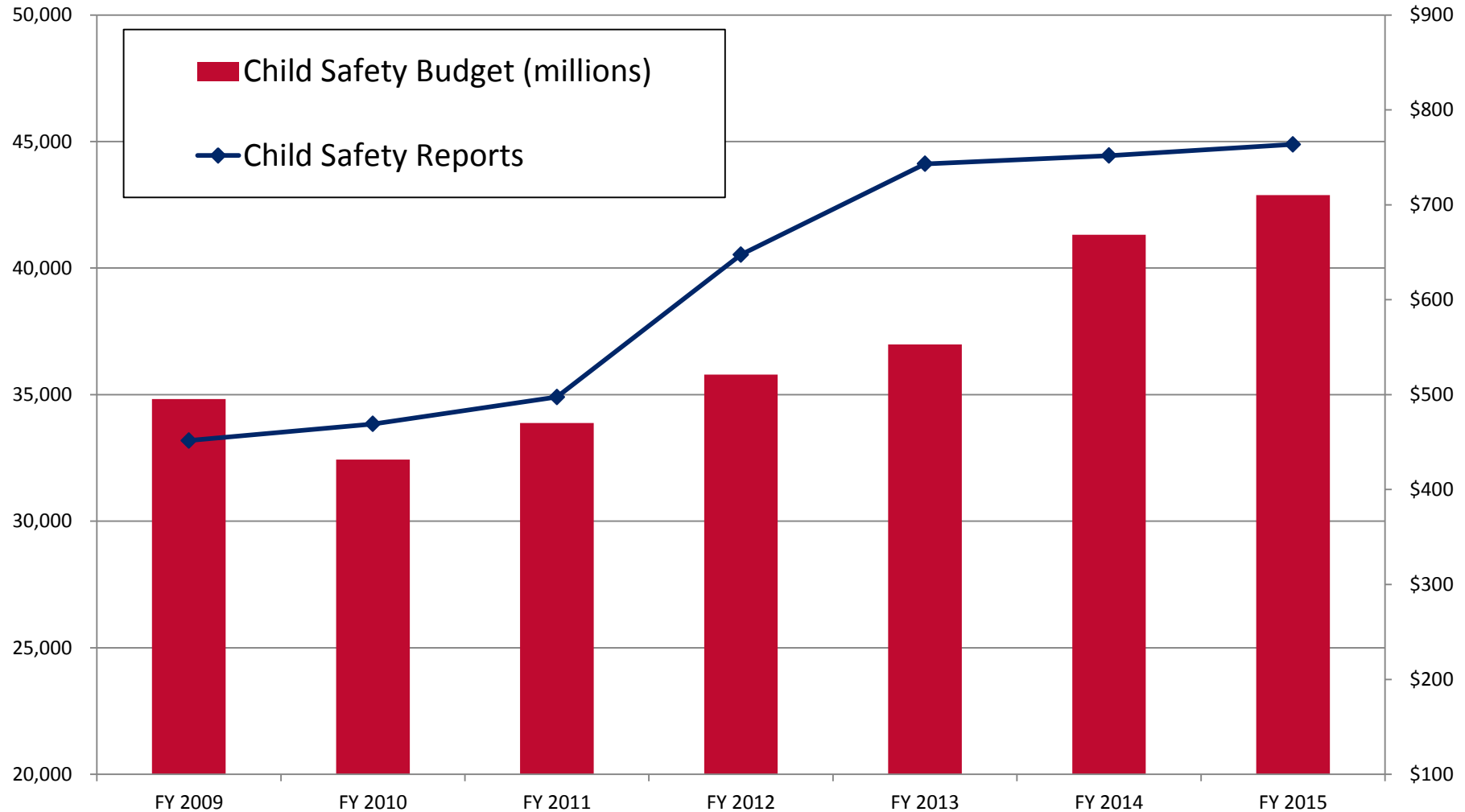
- Establishes an Inspections Bureau
  - To ensure compliance with statute and the rules and policies of the Department of Child Safety
  - To continuously improve the practices of the Department
- Establishes a Community Advisory Committee
  - To inform the Department, analyze current law and policy
  - To make recommendations to improve the Department's performance
  - To create enhanced collaboration among state, local, community, public and private stakeholders
- Requires the Auditor General to contract with an independent expert consultant
  - To examine the current child safety system
  - To consider best practices to improve the delivery of services in the state
  - To provide consultation on the effective establishment of the new Department with a focus on implementation challenges
  - To recommend the need for periodic performance evaluations

# Major Provisions Continued...

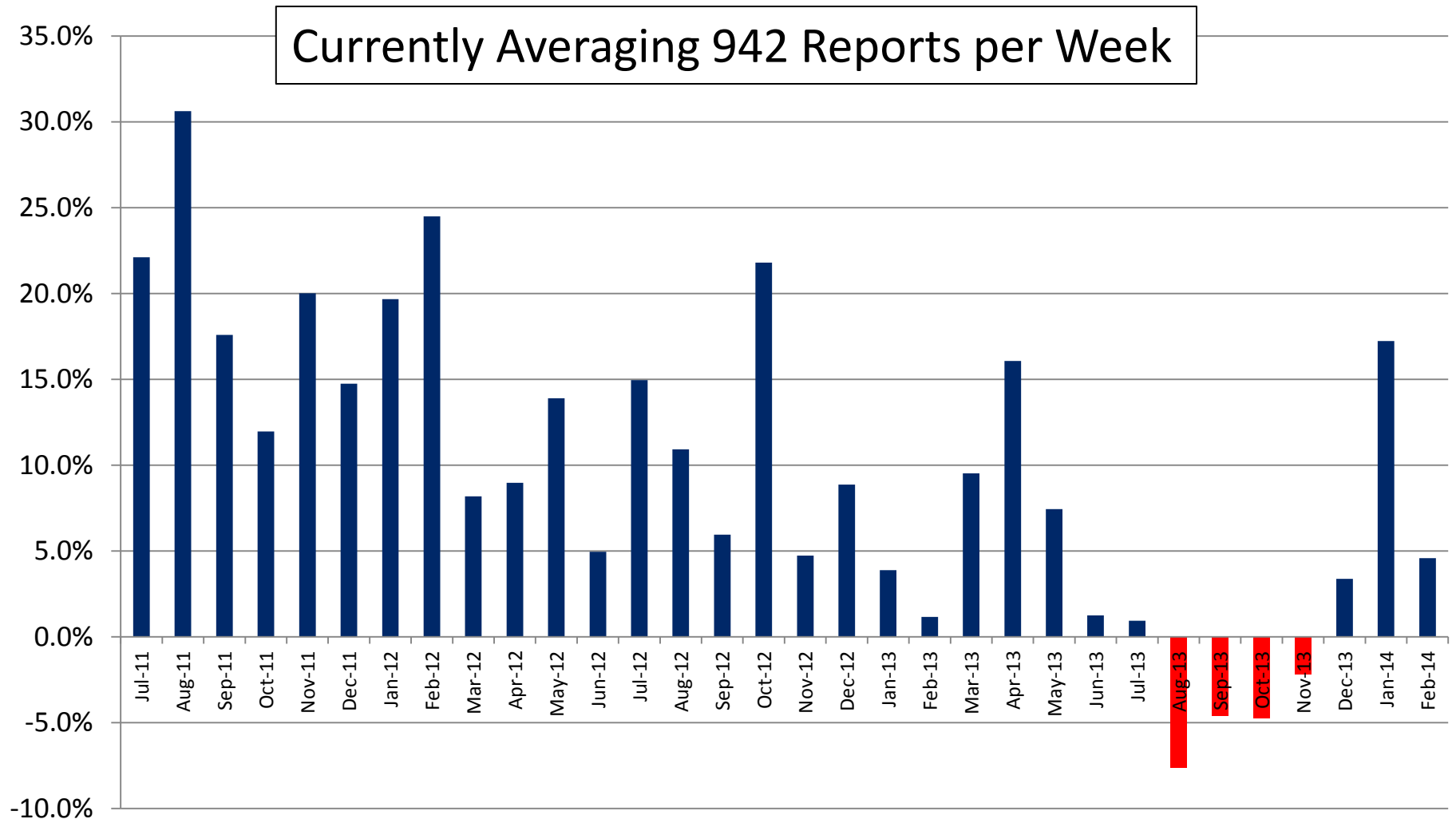
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- Changes the CPS Oversight Committee to the Child Safety Oversight Committee and extends the Committee to December 2015
- Transfers the Central Registry to the Department of Child Safety and allows the Department to maintain certain reports on the Registry for less than 25 years. The Department is required to adopt rules to designate the length of time it must maintain those reports on the Registry
- Allows the Department to develop protocols for not conducting a full investigation while also taking measures to prevent future risk of harm to the child in cases not involving criminal conduct and in which the child is currently safe. Requires the Department to report its recommendations to the Governor, Speaker and President by July 1, 2015
- Exempts the Department of Child Safety from rule-making for 18 months and exempts the Department of Economic Security from rule-making for 12 months in order to facilitate the transfer of operations to the new Department, but includes several public posting and forum requirements

# Funding History and Reports

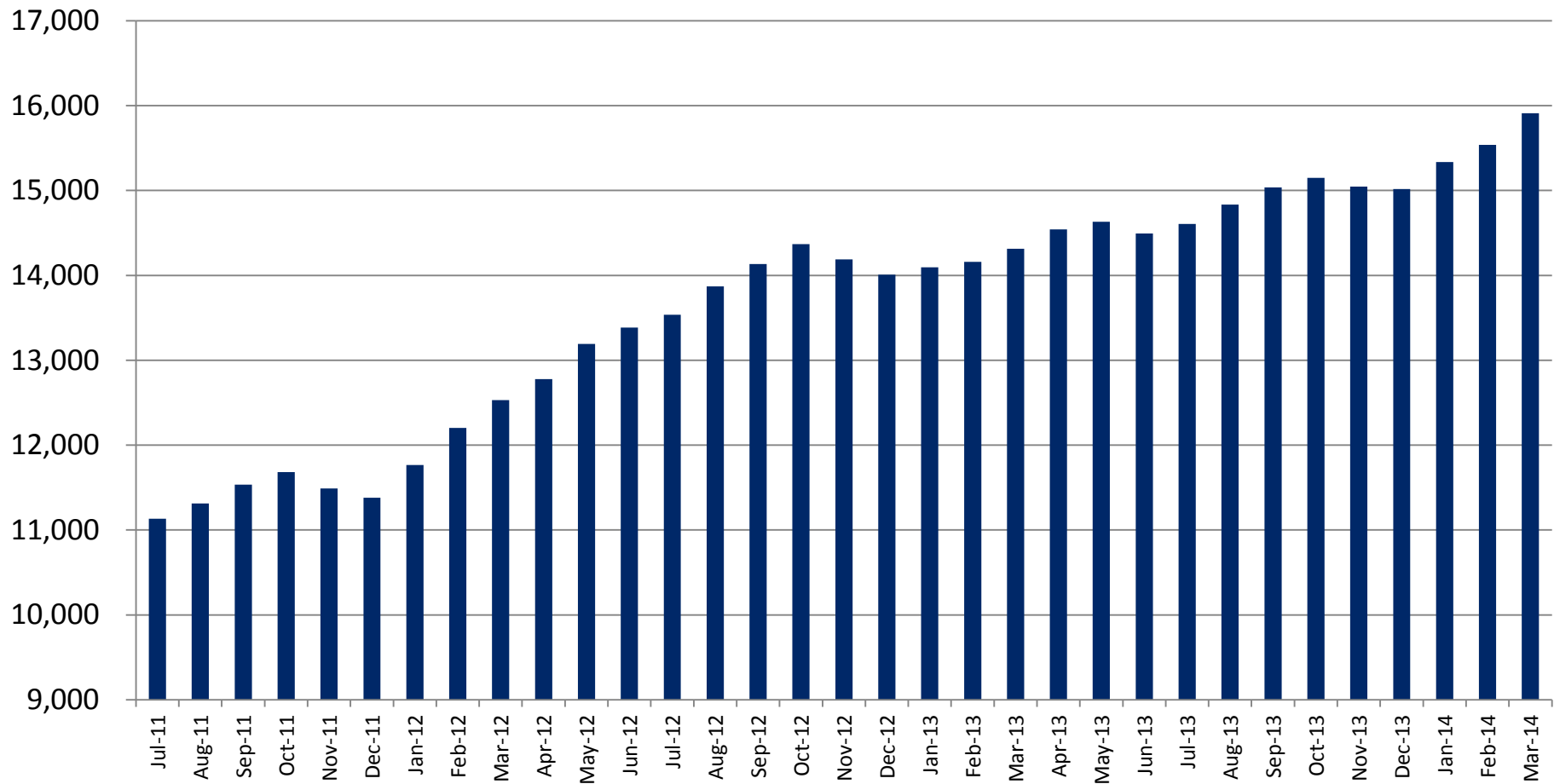


# CPS Reports – YoY Growth



# Children in Out-Of-Home Care

## Monthly Caseload - Out-of-Home Care



# Backlog – Definition

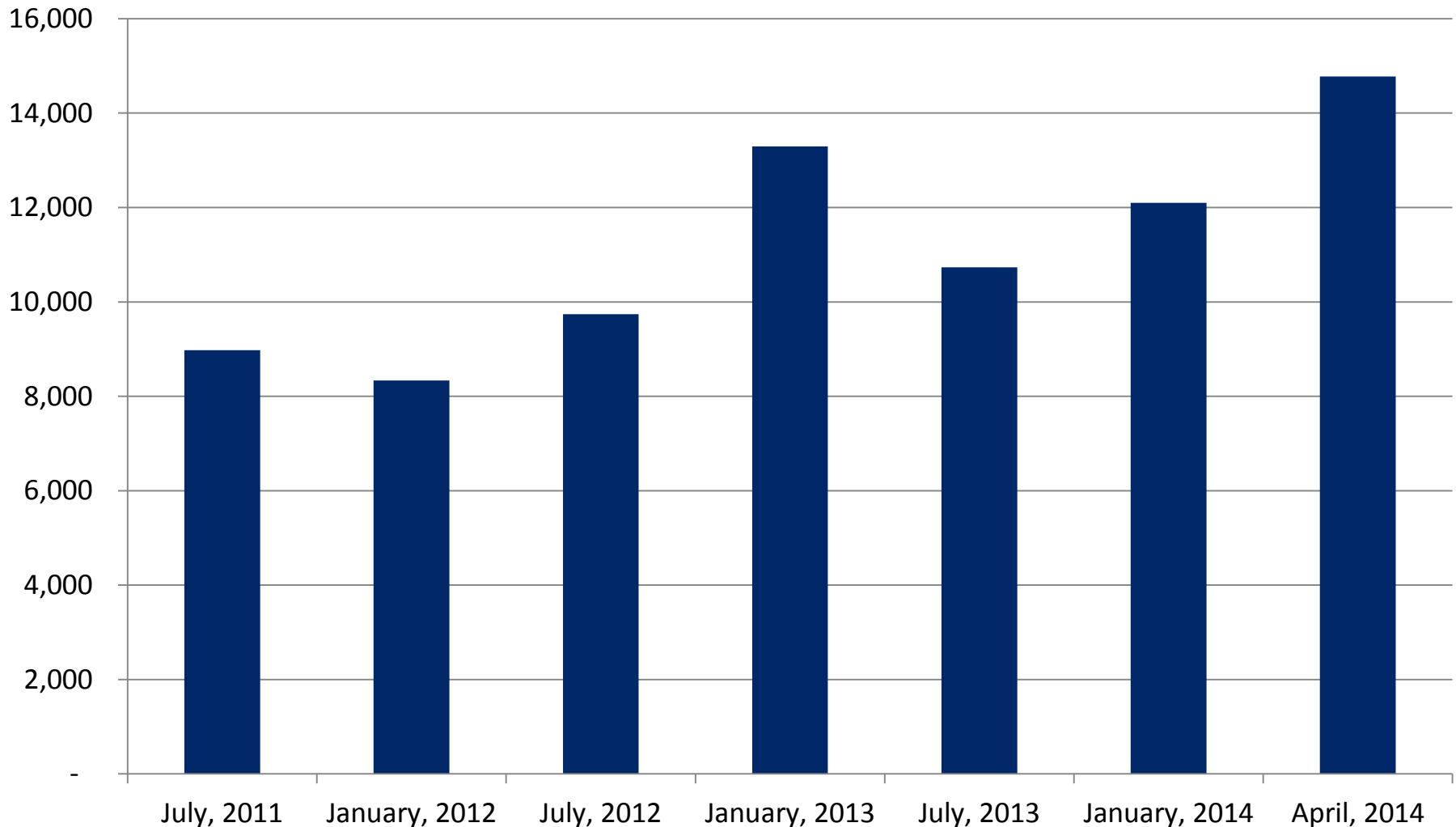
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## Backlog Case:

A case file at DCSFS that has not been updated or changed in CHILDS in more than 60 days

Total Current Cases: 14,777

# Backlog – History





# Recommendation: Backlog – Process

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## Backlog Solutions:

- \$0.2M - Action Determination (overtime)
- \$4.2M - Investigations (overtime)
- \$6.8M - Out-of-Home Care Placement
- \$7.6M - Out-of-Home Care – Children Support Services
- \$4.2M - In-Home Care – Children Support Services

## Assumptions:

- Removal rate of 9%
- 9 months of costs in FY15
- 6 months of costs in FY16

# Recommendation: Caseworkers

- \$6.2M to hire 54 caseworkers, 40 support staff
- Stops growth of backlog
- Meets demands of continued caseload growth
- Allows agency manageable caseload per caseworker

Proposed Standard	Cases per Worker per Month
Reports	13
In-Home Care	33
Out-of-Home Care	20

# Recommendation: Caseworker Training/Retention

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- Current turnover rate: 28%
- \$1.7M - Caseworker Retention Program
  - 18 months of service - \$1,000 stipend
  - 36 months of service - \$3,000 stipend
  - Stipends intended to improve retention for tenured good work
- \$150k - ASU Joint Training

# Recommendation: Preventative Services

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- \$4M - Childcare
  - Current caseload: approx. 7,500
  - Recommendation: increase service to Low-Income Working population and cap at 8,500
  - Initialize One-In, One-Out Policy
- \$350k - Internet Crimes against Children Task Force
- As backlog is resolved, redirect dollars for preventative services

# Recommendation: OCWI Staff

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- \$5.3M - Hire additional 54 investigators and 19 support staff
- OCWI currently investigating 17% of total cases involving criminal conduct
- Enables OCWI to meet statutory mandate
- Hiring phase-in of staff from July – December

# Recommendation: Oversight

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- \$2.2M - DCS Inspections Bureau
- \$828k - Ombudsman
- \$250k - Auditor General

# Recommendation: Technical Issues

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- \$157k - Internal Legal Counsel
- \$2.5M - Congregate Care Backfill
- \$5.0M - Transition Fund
- \$3.0M - Partial Deferral Payoff

# Recommendation: Deferral

- Current total DES Deferral - \$35.0M
- Payoff represents May payments to service providers

	June	May
<b>DES</b>		
DDD		
Title XIX - Home and Community Based Services	\$20,000.0	\$0.0
<b>DERS</b>		
Rehabilitative Services	\$1,000.0	\$0.0
<b>DCS</b>		
Children Support Services	\$7,300.0	\$3,000.0
Congregate Care	\$1,800.0	\$0.0
Foster Care	\$1,900.0	\$0.0
<b>Total Deferral</b>	<b>\$32,000.0</b>	<b>\$3,000.0</b>
	(in thousands)	
<b>DES</b>		



# Special Session Summary

Special Session Appropriations	FY 2014	FY 2015	FY 2016	FY 2017
Supplemental	\$5,050.0	\$0.0	\$0.0	\$0.0
Eliminate Backlog	\$0.0	\$23,074.3	\$12,406.2	\$0.0
Caseworkers	\$0.0	\$8,079.5	\$6,850.0	\$6,850.0
Preventative Services	\$0.0	\$4,350.0	\$8,350.0	\$12,350.0
OCWI	\$0.0	\$5,282.5	\$5,553.3	\$5,553.3
Oversight	\$0.0	\$3,272.3	\$2,774.3	\$2,774.3
Technical Issues	<u>\$0.0</u>	<u>\$10,607.3</u>	<u>\$2,607.3</u>	<u>\$2,607.3</u>
<b>Total</b>	<b>\$5,050.0</b>	<b>\$54,665.9</b>	<b>\$38,541.1</b>	<b>\$30,134.9</b>

# Budget Solutions

	FY 2014	FY 2015	FY 2016	FY 2017
Vetoed	\$0.0	\$29,438.5	\$26,938.5	\$26,938.5
Signed Bills	\$0.0	\$1,109.0	\$1,020.0	\$898.6
Other Changes	<u>\$8,400.0</u>	<u>\$41,900.0</u>	<u>\$13,400.0</u>	<u>\$8,400.0</u>
Total	\$8,400.0	\$72,447.5	\$41,358.5	\$36,237.1

## Other Changes include

- MQTR Calculation Correction: \$8,400.0
- AHCCCS Litigation Settlement: \$16,500.0
- SFB Refunding: \$7,000.0
- Tax Package: \$10,000.0

# Special Session Summary

	FY 2014	FY 2015	FY 2016	FY 2017
Budget Solutions	\$8,400.0	\$72,447.5	\$41,358.5	\$36,237.1
Recommended DCS New Funding	<u>\$5,050.0</u>	<u>\$54,665.9</u>	<u>\$38,541.1</u>	<u>\$30,134.9</u>
Net Impact on Budget	\$3,350.0	\$17,481.6	\$2,817.4	\$6,202.2

# Call to Action

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*“It has fallen to us, in our time, to undo damage that was a long time in the making, and to begin the hard but necessary task of building a better future for ourselves and our children.”*

Ronald Reagan

- The current system is broken
- We must act now
- We must establish a new Department, with a new mission of child safety, a new culture to implement this mission, and provide the necessary resources to succeed